

ASPIRA, INC. OF NEW JERSEY  
PERSONNEL POLICY MANUAL

ASPIRA IS AN EQUAL OPPORTUNITY EMPLOYER

**390 BROAD STREET  
NEWARK, NJ 07104**

**1995 REVISION**

# TABLE OF CONTENTS

	Page
I. <u>GENERAL PROVISIONS</u> .....	1
A. AGENCY'S PHILOSOPHY AND DESCRIPTION.....	1
B. GENERAL POLICY STATEMENT.....	1
C. EQUAL OPPORTUNITY EMPLOYER.....	1
D. ORGANIZATIONAL STRUCTURE.....	2
E. KEY AREAS OF RESPONSIBILITIES.....	3
F. AMENDMENT OF PERSONNEL POLICIES.....	4
G. LIMITATIONS.....	4
H. CONFLICT OF INTEREST.....	4
I. AFFIRMATIVE ACTION.....	5
J. SUBSTANCE ABUSE POLICY.....	5
K. SMOKING.....	7
L. SEXUAL HARASSMENT POLICY.....	7
II. <u>SPECIFIC PROVISIONS</u> .....	7
A. EMPLOYEE RELATIONS PRINCIPLES.....	7
B. RECRUITMENT AND SELECTION.....	8
1. Open Recruitment.....	8
a. Entry Level Position.....	8
b. Non-Entry Level Position.....	8
2. Application Process.....	8
a. General Process.....	8
b. Procedures.....	8
3. Appointment of Employees.....	9
a. Appointments.....	9
b. Employee Orientation.....	10
c. Personnel Records.....	10
d. Employee Classification.....	11
4. Probationary Period and Permanent Status.....	11
a. New Employees.....	12
b. Promoted Employees.....	12
C. EMPLOYMENT CONDITIONS.....	13
1. Salary.....	13
2. Work Hours.....	13
3. Lunch.....	13
4. Attendance/Time Keeping.....	13
5. Lateness.....	14
6. Compensatory Time.....	14
7. Employee Performance Appraisal.....	14
8. Work Assignments.....	14
9. Complaint Grievance Procedures.....	15
10. Related Employment Policies.....	16
a. Dress Code.....	16
b. Housekeeping.....	16
c. Inclement Weather.....	16
d. Distractions.....	17
e. Visitors.....	17
f. Alcoholic Beverages.....	17
g. Security.....	17
h. Agency's Property.....	17

D.	EMPLOYEE DEVELOPMENT.....	17
1.	Management Development Program.....	17
2.	Staff Development.....	18
a.	Selection Criteria.....	18
b.	Notification of Selections.....	19
c.	Request to Attend.....	19
d.	Reports.....	19
e.	Reimbursement.....	19
E.	EMPLOYEE FRINGE BENEFITS.....	19
1.	Employee and/or Employer Participation.....	19
a.	Social Security.....	19
b.	Unemployment/Disability.....	20
c.	Workmen's Compensation Insurance.....	20
d.	Health Insurance.....	20
2.	Holiday Pay.....	20
3.	Vacation Pay.....	20
4.	Paid Sick Leave.....	22
5.	Tuition Refund Plan.....	22
6.	Emergency Leave.....	23
7.	Jury Duty Pay.....	23
8.	Leave Without Pay.....	24
a.	Maternity Leave.....	24
b.	Paternity Leave.....	24
c.	Military Service Allowance.....	24
d.	Leave of Absence Without Pay.....	24
9.	Other Employee Benefits.....	24
a.	Pay Advance.....	24
b.	Educational Leave.....	25
F.	TERMINATION OF EMPLOYMENT.....	25
1.	Involuntary Separation.....	25
a.	Lack of Work.....	25
b.	Reduction or Elimination of Funds.....	25
c.	Expiration of Agreement.....	25
2.	Voluntary Resignation.....	25
3.	Dismissal.....	26
a.	Grounds for Immediate Dismissal.....	26
b.	Dismissal Process.....	26
4.	Terminal Pay.....	26
	<u>APPENDICES</u> .....	28
	Appendix A Form 1992-A - Orientation Release Form.....	24
	Appendix B Form 1992-B - Grievance Procedure Form	
	Appendix C Form 1992-C - Request to Attend Conf./Training Form	
	Appendix D Form 1992-D - Leave With Pay Form.....	25

**I. GENERAL PROVISIONS**

**A. AGENCY'S PHILOSOPHY AND DESCRIPTION**

Established in 1968 as a community-based, self-help agency, ASPIRA, Inc. of New Jersey's mission is to promote the educational and leadership development of Puerto Rican and Latino youth so that they become empowered individuals who will make significant contributions to the Puerto Rican and Latino community in particular and the society in general.

Since its formation in 1961 ASPIRA has grown from a small nonprofit counseling agency in New York City to a National Association with offices in five states, Puerto Rico, and the District of Columbia.

Its primary objective is to foster, develop and expand the opportunities of Puerto Rican and Latino students by providing services which motivate and encourage students to pursue their education. By tapping the valuable resource of young Latino talent in the community and guiding it, it is envisioned that these young people will return to their community to provide leadership, serve as role models for future generations and thus foster equal opportunities for Latinos in the United States and in Puerto Rico.

**B. GENERAL POLICY STATEMENT:**

The personnel policies of ASPIRA, Inc. of New Jersey are formalized in written form so that all employees have a clear understanding of their duties and responsibilities.

The Executive Director and the Executive Staff are solely responsible for the overall internal management of the Agency. The Executive Director of ASPIRA, Inc. of New Jersey is responsible for recruiting personnel and implementing policies and procedures relative thereto.

Personnel policies, recruitment of personnel, promotions, transfers, compensation, employee benefits, reassignment and termination will be conducted in such a manner that there will be no discrimination based on race, color, creed religion, national origin, age, gender, sexual orientation and/or any physical or mental disability.

**C. EQUAL OPPORTUNITY EMPLOYER**

ASPIRA, Inc. of New Jersey is an Equal Opportunity Employer. Employees are recruited and selected on the basis of their qualifications and work experience and not for any reason unrelated to employment.

Personnel policies, including hiring, promoting, transfer, compensation, employee benefits, reassignment, separation, etc. will be conducted in such a manner that no discrimination shall exist because of race, color, religion, gender, sexual orientation, national origin, age, physical or mental disability or veterans status, including disabled veterans and veterans of the Vietnam era.

Supervisors are responsible for enforcing and utilizing all policies and prescribed procedures to ensure equal employment opportunity for all staff. Employees are responsible for conducting themselves in a manner that is consistent with ASPIRA's Equal Employment Policy.

These Personnel Policies will be reviewed regularly by the Personnel Committee of the Board of Directors to assure that they are kept current and up to date.

#### **D. ORGANIZATIONAL STRUCTURE**

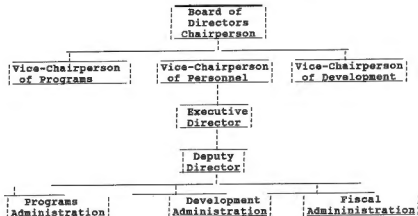
The property of ASPIRA, Inc. of New Jersey will be managed and controlled by a Board of Directors.

The Board of Directors may adopt such by-laws and rules and regulations for conducting the Agency's affairs as it deems proper and necessary.

The Board of Directors of ASPIRA, Inc. of New Jersey have sole responsibility for hiring, setting the terms and conditions of employment and termination of the Executive Director of the Agency. In the event of a prolonged absence of the Executive Director, an acting Executive Director shall be appointed by the Chairperson of the Board in consultation with the Executive Director.

The officers of the Board of Directors are;  
Chairperson, Secretary and Treasurer.

#### ORGANIZATIONAL CHART



#### E. KEY AREAS OF RESPONSIBILITIES

##### Program Administration

- Staff supervision
- Supervision of all student related services
- Staff development/training
- Data collection
- Implementation of contractual obligations
- Ongoing program evaluation
- Approval of all program related activities
- Monitor reporting system
- All other program related matters as assigned by the Executive Director

##### Fiscal Administration

- Accounting and auditing duties
- Prepare budgets and revenue/ expenditure reports.
- Security and safety of all related documents.
- Personnel record keeping

- Budgetary responsibilities
- Contract implementation
- Maintenance of all facilities and property
- All procurement
- Supply control and inventory
- All other fiscal matters as assigned by the Executive Director.

#### Development Administration

- Fundraising
- Board liaison
- Technical assistance
- Evaluation, education and staff development
- Research projects
- Overall monitoring and assessment
- General administration
- All other development related matters as assigned by the Executive Director

#### **F. AMENDMENT OF PERSONNEL POLICIES**

Personnel policies are subject to change by the Board of Directors in consultation with the Executive Director.

Changes in these policies will be communicated immediately to all staff and will be periodically incorporated into the Personnel Policies Manual.

#### **G. LIMITATIONS**

Due to the agency non-profit status all the stipulations and provisions in this manual are contingent upon availability of funds, assurance of cost effectiveness, and Agency productivity.

#### **H. CONFLICT OF INTEREST**

- 1 Outside Employment: ASPIRA employees are expected to devote their work efforts and energies toward the accomplishment of commitments and obligations to ASPIRA. Employees considering outside employment should recognize that it must not impede their ability to fulfill obligations to ASPIRA, Inc. of New Jersey.

In order to prevent any appearance of conflict of interest regarding outside employment, it is a policy of ASPIRA that all employees must receive written approval from the Executive Director prior to engaging in outside professional employment which has any relevance to their work at ASPIRA.

2. Outside Activities: ASPIRA Inc. of New Jersey supports measures which protect and enhance the freedom of speech, press, assembly and all other rights guaranteed by the Constitution of the United States of America. Therefore, all staff members of ASPIRA are assured of their full right in any action they take as private citizens. At the same time, employees must make every effort to ensure that their civic action is recognized as the action of a private citizen.
3. In cases where a group of staff members or all staff members decide independently of their employment and work assignments to take a certain stand or commit a certain action, the names of ASPIRA and any other registered marks of ASPIRA must not be used in referring to themselves.

Each employee and those engaging in outside employment or activities remains fully and personally responsible for using discretion to avoid any conflict or appearance of conflict with established policies, mission and goals of ASPIRA, Inc. of New Jersey.

#### I. AFFIRMATIVE ACTION

ASPIRA reaffirms its policy of providing equal employment opportunity in all aspects of the employer-employee relationship--including recruitment, employment, promotion, training, education assistance, compensation, benefits, transfer, discipline, layoffs, and termination of employment. ASPIRA will not discriminate because of age, race, color, religion, gender, sexual orientation, national origin, disability, or against special disabled veterans or veterans of the Vietnam era. Also, ASPIRA prohibits sexual harassment in any form (See Policy Statement on Sexual Harassment). In addition, it is our policy to ensure that maximum opportunity is offered to minority and women business enterprises to participate as suppliers and contractors in our activities. Failure to comply with ASPIRA's Affirmative Action policy may result in disciplinary action up to and including dismissal.

#### J. SUBSTANCE ABUSE POLICY

ASPIRA is committed to maintaining a drug-free workplace and environment. ASPIRA, Inc. of New Jersey's policy prohibits the unlawful manufacture, sale, distribution, or use of controlled substances, including illegal drugs and narcotics on ASPIRA premises and work sites. In addition, addiction to or abuse of prescription drugs or alcohol that results in impairment to an employee's job performance will be treated as a violation of this policy.

ASPIRA recognizes the danger of substance abuse for workers and the public, and the impact it has on motivation and



overall job performance. Employees experiencing problems resulting from substance abuse and/or dependency must seek the aid of their private physicians and/or organizations and agencies that provide drug and alcohol abuse prevention and treatment services. In addition to its health benefits program, ASPIRA will provide information on channels of assistance available. It is, however, the employee's responsibility to seek help.

The specific procedures which will be followed after the determination of an employee's violation of this Substance Abuse Policy are as follows:

NOTE: The determination that an employee has violated this Substance Abuse Policy may be made upon the basis of direct observation, a criminal conviction, or the employee's own admission.

1. Except for employees who voluntarily identify themselves as users of illegal drugs or as an alcohol abuser, obtain appropriate counseling and rehabilitation, and thereafter refrain from illegal drug use, ASPIRA will upon first confirmed determination that an employee has violated the Substance Abuse Policy, reprimand the employee in writing. Said reprimand will include a statement about the dangers of drug or alcohol abuse in the workplace, referral to existing drug/alcohol counseling and rehabilitation programs in the area, and penalties that may be imposed upon further violation of the prohibition. The employee will be required to enroll in drug/alcohol abuse assistance or rehabilitation program enforcement or other appropriate agency, and to provide evidence of participation in such a program. ASPIRA, Inc. of New Jersey is required by law to notify the federal contacting agency within 10 days after receiving notice of a conviction for a drug offense occurring in the workplace.

2. Upon a second determination that the employee has violated the Substance Abuse Policy, or upon the employee's refusal to obtain or successfully complete counseling or rehabilitation, or once having completed counseling or rehabilitation, failing to refrain from activities prohibited by this Substance Abuse policy, ASPIRA will follow the procedures for employee Discharge for Just Cause as specified in the Administrative Manual.

The confidentiality of all issues related to an employee's efforts to recover from substance abuse and/or dependency problem will be protected, particularly in regard to the employee's performance appraisals. An employee's ability to fulfill the requirements of his/her position is to be weighted in terms of the categories and factors set forth on ASPIRA's Employee Performance Appraisal.

## K. SMOKING

ASPIRA prohibits smoking in all work areas and floors where ASPIRA offices are located.

## L. SEXUAL HARASSMENT POLICY

ASPIRA prohibits sexual harassment of its employees in any form, whether physical or verbal, committed by supervisory or non-supervisory personnel. This includes, but is not limited to: offensive sexual flirtation, advances, proposition, verbal abuse of a sexual nature, "off color" jokes, graphic verbal commentaries about an individual's body, sexually suggestive objects or pictures in the workplace, and physical contact or gestures of a sexual nature.

No supervisor shall threaten or insinuate, explicitly or implicitly, that an employee's submission to or rejection of sexual advances will in any way influence any personnel decision regarding that employee's employment, evaluation, compensation, advancement, assigned duties, or any other condition of employment or career development.

Sexual harassment in the workplace by any employee will result in disciplinary action up to and including dismissal and may lead to personal, legal, and financial liability. Any employee who believes he/she has been sexually harassed should immediately bring the matter to the attention of his/her supervisor and/or the Office of Finance and Administration. All discussions between employees and the Office of Finance and Administration are private and are held in strict confidence. ASPIRA's procedure is that all such complaints will be investigated promptly by the Executive Director or the Office of Finance and Administration, and corrective action will be taken promptly upon verification of the allegations. No employee will suffer retaliation or intimidation as a result of using this procedure.

## II. SPECIFIC PROVISIONS

### A. EMPLOYEE RELATIONS PRINCIPLES

It is believed that the mutual interests of management and staff can best be served by complying with the following:

.All employees will be reviewed for merit increases. An Employee Performance Appraisal (EPA) will be used to review merit increases.

.The grievance procedure will be observed and followed as established in this manual (See Section C.9, p.15).

.To ensure employee development, program effectiveness and quality of service, management will implement a staff development program annually.

.To ensure a harmonious relationship with the various communities served, the Agency staff is required to report directly to the Executive Office any circumstances which may adversely impact the Agency.

.The Executive Director will have responsibility for media relations and activities.

**B. RECRUITMENT AND SELECTION**

The Executive Director will recruit and hire employees based upon job descriptions and requirements established by the agency. Only qualified candidates will be considered for selection.

**1. Open Recruitment**

**a. Entry Level Positions**

An open competition process will be followed in the recruitment of all personnel for entry level positions.

**b. Non-Entry Level Positions**

Should a vacancy occur in the Agency, current employees will be encouraged to apply. This does not exclude the possibility of hiring from outside the Agency.

**2. Application Process**

**a. General Process**

All candidates will be screened and interviewed by designated staff. Designated staff will be responsible for ensuring that all candidates complete an Agency Employment Application (AEA).

**b. Procedures**

**Initial Interview**

The immediate supervisor assigned to fill a vacant position will review all applications and screen them in accordance with job requirements.

The immediate supervisor will conduct reference and background checks of applicants. These should be conducted formally and incorporated into the applicant's file prior to a final decision by the Executive Director. All information obtained will become part of the applicant's file.

The immediate supervisor will select qualified applicants and recommend, where possible, three (3) candidates for a second interview.

#### Second Interview

As necessary, the immediate supervisor in collaboration with designated staff will conduct a second interview.

The immediate supervisor will notify a candidate of the date, place and time of the second interview.

#### Credentials

If requested, candidates will be required to submit appropriate credentials. These can be a combination of the following: high school transcript/diploma, college transcript/diploma, special training certificate, and/or letters of recommendations. All employees will be subject to a check of their criminal history. Reference is done prior to hiring.

#### Examinations

All persons applying for clerical positions will be tested for typing speed and accuracy, and demonstrate other appropriate skills as required. In addition, work samples may be required for certain positions which require specific skills such as a planner, proposal writer or accountant.

### 3. Appointment of Employees

Selection of candidates will be based on skills, ability, knowledge, experience and other established criteria for the specific position.

Specific criteria are established for each position with a job description. Based on the job description, each candidate will be rated and selected according to the following procedures.

#### a. Appointments

All appointments are contingent upon the approval of the Executive Director who is solely responsible for the hiring of all personnel.

- (1) The selected candidate will be notified by the Executive Director and a starting date will subsequently be established.

- (2) Selected candidate (s) will be given an employee orientation, to take place on the first day of employment, whereby they will be briefed on personnel policy, benefits, working hours, and will be provided with agency employee manuals and other appropriate information.

**b. Employee Orientation**

In order to fully acquaint new employees with ASPIRA policies, employee benefits, and to answer any questions which arise concerning these matters, an employee orientation program has been developed.

On the first day of employment, the immediate supervisor will brief the employee on the following:

- (1) Agency organizational structure;
- (2) Agency responsibilities to employee;
- (3) Agency services, facilities, and resources;
- (4) ASPIRA history, policies, and practices;
- (5) Benefit plans: medical plan, hospitalization, and unemployment;
- (6) Employee Performance Appraisal Process;
- (7) Employee responsibilities to the Agency;
- (8) Promotion policy;
- (9) Rules of conduct;
- (10) Personnel Manual;
- (11) Salary compensation;
- (12) Tour of Agency and introduction to fellow employees;
- (13) Training opportunities;
- (14) Work assignment, job description, and Work Plan, and,
- (15) Work Schedules.

All employees must sign an Orientation Form as proof that such orientation was provided. This form will be filed in the employee's Personnel file.

**c. Personnel Records**

Employees may file inspect and review their individual personnel upon request to their immediate supervisor who will in turn notify the Executive Director. Employees should assist in keeping their personnel file current by notifying management of all changes concerning the following:

- (1) Address and telephone number;

- (2) Person to be notified in case of emergency;
- (3) Employee's legal name;
- (4) Number of tax exemptions; and
- (5) Other pertinent information.

4. Employee Classification

Regular Employees

Employees who are employed full-time and are entitled to the Agency's full fringe benefits as depicted in this manual and to permanent status contingent upon the availability of funds and performance level of the employee.

Executive Employees

Staff employees who are, employed full-time. Executive staff is comprised of: Fiscal Officer, Director of Development, Programs Directors and Office Manager. Executive Staff is exempt from accumulating compensatory time.

Temporary Employees

A temporary employee is employed for a limited period of time. Temporary employees are not eligible for fringe benefits. Temporary employees transferring to regular employee status will be credited for the term of temporary employment if such employment is continuous. Temporary employees transferred to regular employee status will be provided with written notification of selection, which will specify duration of employment and salary. Temporary employees will be notified two (2) weeks prior to employment term expiration.

Part-time Employees

Part-time employees, employees who work a maximum of 24 hours per week, may be hired to perform tasks which do not require full-time employment. Part-time employees will be appointed by the Executive Director, using the above procedure. Part-time employees are not entitled to any Agency benefits.

4. Probationary Period and Permanent Status

There will be a probationary period of three (3) months for all new employees, promoted staff and employees transferred to other positions and/or projects.

Employees must meet the following conditions during the probationary period.

a. New Employees

The immediate supervisor will submit an Employee Performance Appraisal and provide continuous assessment in the evaluation of all new employees.

1. Termination During Probationary Period

In situations where a new employee fails to meet the requisite performance standards, the Executive Director may terminate said employee at any time within the three (3) month probationary period.

If such a situation should arise, the immediate supervisor will recommend the termination of the employee and shall provide documentation relative to termination to the Executive Director.

The rules contained in Section F, Page 21, Termination of Employment, will not apply to employees during the probationary period.

2. Granting of Permanent Status

When a new employee successfully completes the probationary period, the immediate supervisor shall forward to the Executive Director, within the 15 days of completion of probation, the employee's appraisal form.

The granting of permanent status confers on the employee full rights and benefits as stated in the Personnel Manual.

Upon completion of the appraisal form, the form will be maintained in the employee's personnel file. At this time permanent status is granted to the new employee.

3. Benefits During the Probationary Period

During the probationary period, the employee will accumulate vacation leave. However, employees will not be entitled to sick leave.

b. Promoted Employees

Employees promoted or transferred to another position will have their performance reviewed three (3) months from the date of promotion or transfer.

At the discretion the Executive Director and in consultation with the immediate supervisor, the probationary period may be extended for an additional (3) months. If the employee's performance continues to be unsatisfactory, the Executive Director shall provide said employee with two weeks prior notice of his/her termination.

C. EMPLOYMENT CONDITIONS

1. Salary

Salary is the yearly amount an employee regularly earns. For each staff title, a salary range has been established.

2. Work Hours

The normal work week consists of 35 hours per week, from 9:00 a.m. to 5:00 p.m. However, as Agency program needs dictate, the work week may be modified to complete specific projects which may require an alternate schedule. When such circumstances arise the hours will be stated in the employee's job description.

3. Lunch

The lunch hour is not compensated for by the Agency. Normally, each employee must take one (1) hour for lunch during designated periods. Every employee is responsible to sign his/her time sheet indicating their hour. Depending on work schedule, and if previous arrangements have been made by or with management, the lunch hour may be taken at another time during the work day.

4. Attendance/Time-Keeping

All employees must sign time sheets as required. Failure to do so will result in disciplinary action and reduction in pay. Employees are not permitted to sign time sheets for other employees. Such action is subject to discipline.

In cases where an employee is required to report at other locations, the employee is responsible for following all Agency regulations. Immediate supervisors shall spot check employees assigned tasks out of the office.

All employees, except part-time and Executive staff, are entitled to compensatory time (see Section d; p.11) as authorized by their immediate supervisor.



Immediate supervisors shall review employee time sheets to verify employee attendance and shall forward same to the designated person within the Executive Office.

5. Lateness

Every employee shall be docked a half (1/2) hour pay for every 15 minutes of lateness.

6. Compensatory Time

This section incorporates the requirements and stipulations of the Fair Labor Standards Act.

All employees must receive prior approval from their immediate supervisor for overtime work.

Permanent Executive Staff are ineligible for compensatory time.

Compensatory time is calculated at an hourly rate for each hour the employee is required to work in excess of the 35 hour work week.

Accumulated compensatory time must be taken within 60 days subsequent to the overtime hours worked and may not be carried over.

All compensatory time must be scheduled and approved in advance by the immediate supervisor upon submission of a request for leave with pay form.

7. Employee Performance Appraisal (EPA)

Supervisors will assess an employee's performance periodically in accordance with the guidelines and the procedures prepared for such purposes and those contained in the EPA Manual.

Supervisors are required to conduct monthly employee performance conferences.

8. Work Assignments

Work plans have been systematized. The immediate supervisor should coordinate employee work plans with assignments.

Work plans are established to set forth an implementation schedule which will include program components and activities in light of realistic time considerations. The work plan is a personal tool for the employee and is not a substitute for the Employee Performance Appraisal (EPA).

Non-clerical personnel are required to use work plans which are monitored by their immediate supervisors.

Employee performance on these work plans is evaluated with the use of the EPA.

Changes in the work plan must be made in consultation with approval of the Programs Director.

#### **9. Compliant and Grievance Procedures**

The Employee complaint and grievance procedure is set forth as follows:

The employee complaint and grievance procedure are mechanisms for staff to resolve employee complaints between the employee and their supervisor in an equitable manner. It is anticipated that most conflicts and problems can be worked out informally between the employee and supervisor.

No full-time, regular employee shall be prohibited or restrained from using these procedures.

##### **A. Employee Complaint Procedure:**

1. The grievance procedure is initiated by an employee bringing a problem to the attention of the immediate supervisor orally or in writing. The complaint must be made within ten (10) working days of the occurrence of the problem:

2. The supervisor and the employee are urged to make every effort to resolve the problem.

3. Within five (5) working days of the complaint, the supervisor shall inform the employee, in writing, of the decision.

##### **B. Filing a Grievance to the Grievance Review Committee:\***

1. If the employee is dissatisfied with the supervisor's written decision, a grievance may be filed with the Grievance Review Committee.

2. The grievance must be filed within ten (10) working days of the oral decision. The grievance must state as many specifics as possible.

3. The Committee will conduct a hearing of the grievance within one month of receipt of the employee's request. The Committee will assign a fact finder to assemble all available facts surrounding the grievance. Furthermore, the employee and the supervisor will be given an opportunity to present evidence at the hearing. The hearing will be informal.

\* The Grievance Review Committee shall consist of two staff members (one executive and one non-executive), elected by the staff at the beginning of each fiscal year, one alternate chosen by the complainant (executive or non-executive), and the Executive Director sitting ex-officio.

4. If a grieving employee works under the direction of a member of the Grievance Review Committee, that member shall not participate in grievance review. The remaining two members of the Committee will appoint a third employee to serve on the Committee for that grievance.

5. After the meeting, the Committee will notify the employee of its decision in writing. A decision must be reached by the Committee within five (5) working days of the meeting.

6. Within ten (10) working days of the receipt of the grievance decision, the employee may bring the grievance before the ASPIRA Board of Directors by forwarding a written communication to the ASPIRA Chair.

7. The ASPIRA Chair must render a final decision in writing with a copy to the ASPIRA Executive Director within sixty (60) days to the grievant.

#### **10. Related Employment Policies**

##### **a. Dress Code**

To promote the public image of ASPIRA, Inc. of New Jersey as a professional educational agency, proper business and office attire is required. Employees must not wear blue jeans, sweatshirts, T-Shirts or other inappropriate attire.

##### **b. Housekeeping**

Employees will be responsible for keeping offices and work areas clean and orderly.

##### **c. Inclement Weather**

In the event of heavy snow or severely inclement weather, ASPIRA follows the policy of the local government with regard to office closings.

If the executive director or his/her designee determines that the weather conditions may be detrimental to the staff's arrival he/she may close the office at his/her discretion.

Employees on Temporary and Part-Time appointment are not paid for scheduled hours not worked due to inclement weather.

d. Distractions

Music, radios, and/or televisions, are not permitted on the Agency's premises except when there is an appropriate activity or prior approval from the Executive Director.

e. Visitors

Personal visitors are not permitted during working hours except for emergency reasons. All employees are advised that no soliciting or sales are permitted during work-hours. All visitors must report to the reception area.

f. Alcoholic Beverages

Alcoholic beverages are not permitted on the Agency's premises, except for staff related activities authorized by the Executive Director.

g. Security

Employees will promote the security and safety of Agency's premises and property.

h. Agency's Property

Any materials obtained by the employee through the employee's position with the agency becomes and is the sole property of ASPIRA, Inc. of New Jersey.

D. EMPLOYEE DEVELOPMENT

1. Management Development Program

- a. Program Supervisors will plan and determine the current and future management needs of the Agency by:
- (1) Evaluating the performance and potential of present employees;
  - (2) Guiding and assisting employees in their efforts to develop their own potential to its fullest;
  - (3) Establishing a climate within the Agency that will encourage and support performance development.

- b. The Agency's current and future managerial needs will be met by the following:
  - (1) The Program supervisors will maintain and improve the effectiveness of each employee's performance in his present position to ensure good results for the Agency;
  - (2) Preparing employees for advancement to greater job responsibilities where that potential exists.
- c. In accordance with these principles, the Executive Director, with the assistance of those responsible for training and development within the Agency, will be responsible for the successful implementation of managerial development programs in accordance with the needs of the Agency.
- d. Each supervisor has the responsibility for working with her/his subordinates in planning their development and in assessing:
  - (1) Job Responsibility.
  - (2) Employee's Performance Evaluation.
- e. Each employee should partake in the management development process by:
  - (1) Participating in establishing her/his own job standards and development goals; and,
  - (2) Effectuating and realizing goals and objectives.

## 2. Staff Development

The Agency will promote the development of staff to enhance individual performance and encourage career development.

Staff training is to include on-the-job training, special assignments, staff meetings, workshops, and/or individual supervisory meetings.

### a. Selection Criteria

Employee's attendance at training sessions, conferences, and/or seminars will be based upon the following factors:

- (1) Needs assessment of the employee and program component;
- (2) Program priorities and policies;

- (3) Individual requesting training;
- (4) Training program criteria eligibility and requirements of training program; and,
- (5) Agency objectives and needs.

**b. Notification of Selection**

Immediate supervisors will have responsibility to notify employees of their selection to attend training courses and/or seminars.

The Executive Director will notify the immediate supervisors if employees have been selected to attend course and/or seminars.

**c. Request to Attend**

Employees who desire to attend pertinent training seminars and/or courses should formally notify their immediate supervisor.

The Executive Director will authorize final approval and expenditure of funds.

The employee, in consultation with this immediate supervisor, will make all arrangements for attendance at a particular seminar and/or course.

**d. Reports**

Reports, outlining seminar and/or course attended, must be submitted by the employees to their immediate supervisor within seven (7) working days following attendance.

**e. Reimbursement**

Expenses, which have been justified, incurred in training will be reimbursed. Requests for reimbursement will be channeled through the immediate supervisor on standard travel voucher forms.

**E. EMPLOYEE FRINGE BENEFITS**

The Agency will provide fringe benefits contingent upon the availability of resources.

**1. Employee and/or Employer Participation**

**a. Social Security**

Dual participation through matching amounts.

**b. Unemployment/Disability Insurance**

Dual Participation, currently at the following contributions rates:

<u>Unemployment</u>		<u>Disability</u>	
Employer	Worker	Employer	Worker
.01300	.00625	.00150	.00500

**c. Workmen's Compensation Insurance**

Employer provides coverage for job related injuries.

**d. Health Insurance**

Employer provides medical and dental insurance for the employee and his immediate family.

All new employees must arrange with the fiscal office to complete appropriate applications for health benefits. All employees who present a claim for health insurance should apply through the Fiscal Office.

**2. Holiday Pay**

Full-Time employees have the following paid Holidays:

- a. New Year's day
- b. Martin Luther King's day
- c. President's day
- d. Good Friday
- e. Memorial day
- f. Independence day
- g. Labor day
- h. Columbus day
- i. National Election Day (Presidential)
- j. Veteran's day
- k. Thanksgiving day
- l. Friday after Thanksgiving
- m. Christmas day

All holidays which fall on a weekend will be observed the following Monday.

**3. Vacation Pay**

The Agency will implement a graduated vacation plan for permanent status employees based on length of service.

Effective April 2, 1985 all employees hired after this date will accrue time as indicated below. Employees who were hired before April 2, 1985 will accrue vacation on the old schedule.

The graduated paid-vacation scheme will be as follows:

<u>Length of Service</u>	<u>Paid Vacation Time</u>
1-36 months	10 days (accrued at .8333/month)
37-72 months	15 days (1.25 day/month)
73 months and over	20 days (1.667 day/month)

Granting vacation with pay will be subject to the following:

- a. All employees on a yearly contract will be asked to take their vacation leave before the expiration of the contract unless otherwise notified.
- b. New employees who leave before completing one (1) year of service will not be entitled to any vacation pay.
- c. Vacation days cannot be accrued 60 days beyond the employee's anniversary date.
- d. If the needs of the Agency preclude taking any vacation leave which would otherwise be lost due to time limitations, the Executive Director or her/his designee may waive the limitation. An alternative time period will be mutually agreed upon.
- e. Executive Staff is entitled to one (1) personal day every four (4) months of consecutive employment which cannot be carried over to the next calendar year. The accumulation of personal days will commence with the beginning of the calendar year.

All requests for vacation leave or compensatory leave must be approved by the immediate supervisor and Executive Director as follows:

- a. The employee must submit a Request for Leave with Pay Form (Form 1992-D) at least one week prior to the requested day off.
- b. Upon approval, the form will be forwarded to the fiscal office for processing. A copy of the form will be retained in the employee's personnel record.
- c. In a situation where there is more than one vacation request for the same period, preference will be given on the basis of seniority and receipt of request.



#### 4. Paid Sick Leave

All entry level full-time employees earn one day sick leave for each month for a maximum of nine days per year for their first year after completion of the three-month probationary period.

All other full-time regular employees will earn one day sick leave for each month for a maximum of twelve days per year.

Sick leave may be accrued from year to year effective January 1992.

Medical verification will be required after three consecutive absences.

The employee must communicate a sick leave absence with her/his immediate supervisor and/or the Administrative Officer no later than 9:30 a.m.

When absences due to illness exceeds the amount of total sick leave earned and authorized, the pay of the employee will be discontinued until she/he returns to work.

#### 5. Tuition Refund Plan

It is the policy of ASPIRA to assist staff members to further their education and training only in areas of organizational need if such study can be of assistance to them in their work. Subject to the availability of funds, the agency may assist employees with regular, full-time appointments by reimbursing one-half of the expenses not to exceed \$2,000 per calendar year for tuition for credits/courses taken at accredited educational institutions.

To request tuition reimbursement, an employee must submit a written request to the ASPIRA Executive Director through their immediate supervisor prior to enrolling. If the request is approved by the Executive Director, a memorandum of understanding will be formed between ASPIRA and the interested employee which states the terms of the agreement (See APPENDIX H). Employees will be reimbursed upon the completion of the course work and/or upon submission of official proof of the attainment of a grade of "C" or better at the end of each semester.

The employee is expected to work full-time at ASPIRA for the duration of their coursework. If an employee benefits from the tuition refund plan for 100% of the credit hours needed to obtain a degree, he/she will commit to working full-time at ASPIRA for a defined

period of time following the completion of their degree: three (3) years for a Bachelor's degree, two (2) years for a Master's degree and three (3) years for a Doctorate. If the employee decides not to complete the degree program or class, the employee still must remain at ASPIRA for one month per each credit hour completed at the time he/she terminates his/her studies. If an employee decides not to remain employed by ASPIRA for the duration of time it takes to complete the class or degree program, the employee is obliged to reimburse ASPIRA for all the funds provided to him/her for tuition for all courses taken.

Employees not pursuing a degree program are eligible for assistance for only three credit hours in a twelve-month period.

In a situation of limited ASPIRA Office funds when more than one employee is seeking tuition reimbursement, participation in the tuition refund plan will be determined on the basis of seniority.

#### **6. Emergency Leave**

All regular employees may request up to 3 paid emergency days.

Emergency leave must be approved by the employee's immediate supervisor.

Emergency days cannot be accrued from year to year.

Employees requesting emergency leave must do the following:

- a. Complete Leave Form and forward to immediate supervisor for review and approval.
- b. The Executive Office will be the custodian of the form.

#### **7. Jury Duty Pay**

An employee shall be granted the necessary time to perform jury duty as prescribed by applicable law.

An employee will be compensated for the designated period contingent upon submission of appropriate documentation inclusive of jury per-diem fee.

An employee must provide her/his immediate supervisor with official notification of the reporting time for jury duty and must notify the immediate supervisor of the cessation date of jury duty.

**a. Leave Without Pay**

**a. Maternity Leave**

An employee who is anticipating childbirth may request a leave of absence without pay for a maximum of four weeks prior and four weeks subsequent to childbirth. However, the employee must inform the Executive Director four weeks after childbirth whether or not the employee will continue employment.

At the discretion of the Executive Director, an employee's leave may be extended if circumstances warrant.

Employees should apply to the New Jersey Temporary Disability Benefits Office for compensation during the maternity leave period.

**b. Paternity Leave**

Upon written request, paternity leave will be granted. Such a leave will not exceed two weeks and will be without pay.

**c. Military Service Allowance**

Regular employees may be granted a leave of absence without pay for military duty. Employees must provide official notice of military service duty.

**d. Leave of Absence Without Pay**

Leave without pay will be granted in extraordinary circumstances to employees with permanent status and only when the employee no longer has accumulated vacation. To request this leave the employee should submit a written request to her/his immediate supervisor within five working days.

The supervisor will submit employee's request to the Executive Director for review and final determination.

The employee will receive a notification of final determination.

**9. Other Employee Benefits**

**a. Pay Advance**

In case of a serious personal financial emergency, the Agency may advance up to half of an employee's bi-weekly salary.

Repeated cash advances will not be approved and only those of an emergent nature will be considered.

The Executive Director will have final approval of such advances.

**b. Educational Leave**

At the discretion of the Executive Director, educational leave may be granted if the educational pursuit is job related and said leave does not adversely impact the Agency.

**F. Termination of Employment**

**1. Involuntary Separation**

An employee may be terminated for the following reasons:

**a. Lack of Work**

Whenever the amount of work no longer justifies maintaining an employee position, the Agency will exhaust possibilities of transfer and/or reassignment.

In the event there is no possibility of retaining the employee, the Executive Director will provide two (2) weeks prior advance notice regarding the employee's anticipated separation.

**b. Reduction or Elimination of Funds**

Whenever the Agency experiences a reduction of funds or elimination of programs and has exhausted possibilities of transfer, and/or reassignment, the Executive Director will provide two (2) weeks prior advance notice regarding the employee's anticipated separation.

**c. Expiration of Agreement**

Whenever employees are hired to perform specific tasks within a specified period, the Executive Director will provide two (2) weeks prior notice to the employees regarding the anticipated separation.

**2. Voluntary Resignation**

An employee is required to provide to her/his supervisor at least two (2) weeks prior notice of the employee's intention to discontinue employment with the Agency.

Employees in Executive level positions must provide at least two (2) months prior notice of their intention to discontinue employment. Said notice must be given to the Executive Director who will subsequently schedule an exit conference with the employee.

A letter of resignation must indicate the effective date.

All resignations are subject to the conditions as enumerated in Section F.2.p 25.

3. Dismissal

Supervisors are required to carefully document all recommendations for dismissal. The documentation will include, but not be limited to, the periodic employee's performance appraisal.

a. Grounds for Immediate Dismissal

Employees are subject to dismissal for the following:

- (1) Inefficiency: Poor quality of work; poor job performance;
- (2) Irregular attendance: Frequent unexcused absence or tardiness; excessive absenteeism;
- (3) Misconduct: Violations of policies contained in this Manual;
- (4) Insubordination;
- (5) Found to be under the influence of, or in possession of alcohol and/or illegal drugs while on duty; (Violation of Substance Abuse Policy as stated in section J pg. 5.)
- (6) Conviction of any criminal act or offense, which would affect the employee's ability to perform her/his functions;
- (7) Any improper behavior, flagrant action or malfeasance impacting on the image of the Agency;
- (8) Theft or misappropriation of the Agency's property.
- (9) Deliberate falsification of records.
- (10) Sexual, racial or other harassment.

**b. Dismissal Process**

The dismissal process is to be carried out in accordance with the following procedure:

Step I: A verbal warning which will be documented in the Personnel Record and/or in the EPA.

Step II: A supervisory meeting which will be arranged to advise the employee of her/his unsatisfactory performance and suggested areas for improvement.

A formal record of the supervisor's meeting shall be retained in the employee's personnel file which will include:

- a. Specific deficiencies observed in the employee's performance;
- b. Necessary improvement;
- c. A re-evaluation period;
- d. Further action to be taken if unsatisfactory job performance continues.

Step III: If the employee continues to perform unsatisfactory, he/she can be suspended without pay for one to five days.

Step IV: If the employee continues to exhibit unsatisfactory work performance, the Executive Director may seek the termination of the employee.

**4. Terminal Pay**

All employees who leave the employment of ASPIRA, Inc. of New Jersey for any reason will receive all pay which may be due them with the following qualifications:

- a. All regular employees who have completed a year with the Agency will be paid for all vacation leave accumulated.
- b. Regular employees who are dismissed will be given two (2) week notice pay. Grossly violative conduct of the Agency's rules and regulations will not entitle the employee to two weeks notice pay.

- c. Regular employees who fail to provide two (2) weeks prior notice of intention to discontinue employment will forfeit their accrued vacation pay.

Executive staff must provide 60 days notice to be eligible for accrued vacation terminal pay.

- d. All employees intending to discontinue employment must submit an exit report. Criteria for the preparation of an exit report will be provided by the immediate supervisor and/or the Executive Director.

APPENDICES



FORM: 1992-A

ASPIRA, INC. OF NEW JERSEY  
EXECUTIVE DIRECTORORIENTATION RELEASE FORMNAME: \_\_\_\_\_ CENTER: \_\_\_\_\_  
POSITION: \_\_\_\_\_ DATE OF HIRING: \_\_\_\_\_

I hereby state that my immediate supervisor  
\_\_\_\_\_ has provided  
me with all relevant information as required  
by the Personnel Policy Manual: Section II 3.b:p6  
Orientation Program.

In the same manner, I have discussed the responsi-  
bilities and duties of my job description and have  
accepted the conditions and requirements thus pre-  
sented.

\_\_\_\_\_  
Immediate Supervisor\_\_\_\_\_  
Employee's Signature & Date

MEMORANDUM

APPROVED \_\_\_\_\_

TO:

FROM:

SUBJECT: REQUEST FOR FUNDS FOR ACTIVITY/TRAINING PROGRAMS

DATE:

(REMINDER: Request must be submitted at least five (5) working days before the event).

-----  
DATE WISH TO RECEIVE MONEY: \_\_\_\_\_ AMOUNT OF CHECK: \_\_\_\_\_

PAYABLE TO: \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP CODE \_\_\_\_\_

(Indicate if you wish the Accounting office to mail the check (s) OUT).

NO. STUDENT PARTICIPANTS \_\_\_\_\_ NO. OF STAFF PARTICIPANTS \_\_\_\_\_

BRIEFLY DESCRIBE ACTIVITY AND PURPOSE:

SPECIFY BREAKDOWN OF EXPENSE, (e.g. FOOD 20 STUDENTS = \$ \_\_\_\_\_

USE ADDITIONAL PAPER IF NECESSARY, TRAVEL VAN RENTAL =\$ \_\_\_\_\_

ASPIRA, INC. OF NEW JERSEY  
EXECUTIVE OFFICE  
REQUEST FOR LEAVE WITH PAY

\_\_\_\_\_VACATION \_\_\_\_\_JURY DUTY \_\_\_\_\_COMPENSATORY TIME  
\_\_\_\_\_SICK LEAVE \_\_\_\_\_PERSONAL TIME \_\_\_\_\_EMERGENCY LEAVE

NAME: \_\_\_\_\_ CENTER/PROJECT: \_\_\_\_\_

TITLE: \_\_\_\_\_ DATE SUBMITTED: \_\_\_\_\_

TOTAL TIME REQUESTED: \_\_\_\_\_ DATE REQUESTED: \_\_\_\_\_

APPROVED BY: \_\_\_\_\_  
IMMEDIATE SUPERVISOR EXECUTIVE DIRECTOR

SPECIFY REASONS FOR REQUEST WHERE APPLICABLE:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

PLEASE BE SURE TO ENCLOSE ANY APPLICABLE CERTIFICATES AND/OR DOCUMENTS.